

Sales Representative Position / Action Plans

New York Metro Region

- ☐ S/R's must make the transition from simply implementing to Selling.... and understand how to build a business plan. Utilize the RBM for in-house classroom training to train, demonstrate and challenge group to become more analytical (*in-progress currently*).
- ☐ Representatives should begin identifying Retail calls (*top down*) that provide the best opportunity for increased sales and then take the initiative to build a business plan.
- ☐ Division Managers will follow-up during work-withs to demonstrate identifying opportunity calls and building business plans (*at least one retail call per work-with day*).
- ☐ Quarterly, the DM and/or the RBM will follow-up with the Sales Reps to evaluate progress on their individual retail stores and the business plans that were put in place. The specific business plan will then be evaluated and re-adjusted if necessary.
- ☐ The S/R's will be challenged to assume more responsibility for their actions and understanding that their position is accountable for knowing the business and taking the initiative to address business opportunities on a store by store basis.
- ☐ Ensure that the right person is in the right job.
- ☐ Enhance communication between the S/R and R/R. Share the business plan of each individual store with the R/R to allow them to "*buy into*" the plan and share the results as progress is made.

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Territory Representative Position / Action Plan
New York Metro Region



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Division Manager Position / Action Plans

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- ☐ Must lead by example to develop S/R's and T/R's into category advisors (*Role Models and on-the-job training*).
- ☐ Consistent and frequent follow-up (*work-with*) is necessary to reinforce RBM training.
- ☐ Evaluate administrative workload to "off load" unnecessary projects that are simply not necessary to run an efficient division (*minimize office time*).
- ☐ DM's should spend a minimum of one day each month working with a Retail Representative and one day every two weeks working on the street with the Retail Manager.
- ☐ DM's should work to continually improve the new SF2000 structure vs. trying to move back to the old way of doing business from the past.

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Retail Representative Position / Action Plan

New York Metro Region

- ☐ Enhance communication with AM's and KAM's:
 - * 1st priority: *E-Mail*
 - * 2nd priority: *Voice-mail*
 - * 3rd priority: *Written communication (must include):*
 - * *Chain ID number*
 - * *RJR mgr. voice mail #*
 - * *RJR mgr. 800# (phone) _____*
- ☐ Provide all R/R's a "*chain responsibility Info list*" in the same format currently being used for Direct Accounts.
- ☐ Do not put the R/R in selling situations S/R must be clear and specific on all work requests.
- ☐ Chain correspondence must be detailed and complete prior to being sent to the R/R's.
- ☐ Retail Representatives will attend selected sales meetings for an interactive discussion on what is working and what's not. As an integral part of the team, strong communication of this type is extremely important.
- ☐ Schedule special "drive periods" coordinated by R/M's and D/M's to address product availability, PCD loads and advertising. The Retail Rep can develop their own action plan (*ownership in their stores*).
- ☐ Dedicate Local Performance awards to R/R's exhibiting outstanding performance.

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- ☐ Tighten up the communication between the SR and RR as it relates to reporting in the computer.

- * RR to leave a note in the handheld for any non-compliance (chain or Indep.) identifying who was contacted, reason and date.*

- * RR to leave a note in the handheld if any work request was not completed and why.*

- ☐ On-going evaluation of all R/R supported stores if you're wasting your time drop the R/R support and add to another store where the workload is increasing.

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- ☐ Enhance communication with AM's and KAM's:
 - * 1st priority: E-Mail
 - * 2nd priority: Voice-Mail
 - * 3rd priority: Written communication (*must include*):
 - * Chain ID number
 - * RJR Mgr. voice-mail #
 - * RJR Mgr. 800# (phone)
- ☐ KAM / AM will regularly attend R/R meetings.
- ☐ KAM / AM will schedule at least one workwith per month with a Retail Mgr to review chain program follow thru.
- ☐ Retail Managers will utilize all available resources from the region when confronted with a large percentage of newly hired Retail Rep's, to enhance training (*other RM's, T&D, AM's, DM's, RBM, etc*). Coordinate with the RSM.
- ☐ DM needs to dedicate additional time to the Retail Manager:
 - * Consistent performance standards within the Div.
 - * Identify training issues
 - * Ensure strong communication and teamwork
- ☐ The Selling side of the organization (SR, KAM, AM) needs to sell programs more "turn key"minimize RJR labor and involvement.

Region Operations Mgr. Position / Action Plan

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New York Metro Region

- ☐ For Sales to be better informed on the complete VAP process and to ensure the best possible "*Up to Date List*", ROM will send out monthly VAP lists explaining the specific cut-off dates and ship-dates.
- ☐ ROM to initiate a consistent feedback system for the RR, SR and TR's on priority issues such as: Coverage, Distribution, Accrual, etc. (*minimize DM admin. time*).
- ☐ To ensure better effectiveness of all ROU personnel, ROM will evaluate all positions (*on-going*) in terms of service, follow-thru and overall performance, and hold all personnel accountable.
- ☐ ROU will begin preparing each Division's quarterly workplan meeting in total to include all presentation materials that will be used by the DM to present to the group (*designed to save DM administration time*).
- ☐ Institute a new ROU system designed to provide the retail operations with the most current chain information (*by individual chain*).
- ☐ Provide all Sales Representatives with a list of PM exclusive and Lock-Out calls on a monthly basis, to ensure constant updating for accuracy.
- ☐ ROM to continue to spend time working with SR's and RR's to see how the overall ROU process works at the "street" level.

Region Business Manager Position / Action Plan

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- ☐ Continue to off-load administrative functions from the Field.
- ☐ Take an active role in training the Sales Rep's how to understand and create a business plan at retail utilizing both AIM and in-store information when accurate reporting does not exist.
- ☐ Spend time on the street with identified S/R's *(by the DM)* that need to enhance their understanding of the category advisor accountability.

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